

**7/7/77 [1]**

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THE WHITE HOUSE  
WASHINGTON

ACTION	FYI
	MONDALE
	COSTANZA
✓	EIZENSTAT
	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	GAMMILL
	HARDEN
	HOYT
	HUTCHESON
	JAGODA
	KING

	KRAFT
	LANCE
	LINDER
	MITCHELL
	POSTON
	PRESS
	B. RAINWATER
	SCHLESINGER
	SCHNEIDERS
✓	SCHULTZE
	SIEGEL
	SMITH
	STRAUSS
	WELLS
	VOORDE

THE PRESIDENT'S SCHEDULE

Thursday - July 7, 1977

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8:15 Dr. Zbigniew Brzezinski - The Oval Office.

9:00 Meeting to Discuss EOP Reorganization  
(60 min.) Report. (Mr. James McIntyre).  
The Cabinet Room.

10:30 Mr. Jody Powell - The Oval Office.

11:00 Meeting with Mr. Albert Shanker, President;  
(15 min.) Mr. Robert Porter, Secretary-Treasurer, and  
the Executive Committee, American Federation  
of Teachers, AFL-CIO - The Cabinet Room.

11:30 Vice President Walter F. Mondale,  
Admiral Stansfield Turner, and  
Dr. Zbigniew Brzezinski - Oval Office.

12:30 Lunch with Mrs. Rosalynn Carter - Oval Office.

1:30 Meeting with Mr. Marshall Shulman.  
(15 min.) (Dr. Zbigniew Brzezinski) - Oval Office.

2:45 Meeting with Ambassador Leonard Woodcock,  
(15 min.) Secretary Cyrus Vance, Assistant Secretary  
Richard Holbrooke, and Dr. Zbigniew Brzezinski.  
The Cabinet Room.



THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Stu Eizenstat  
Charlie Schultze

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

Re: The U.S. Trade Balance



THE WHITE HOUSE  
WASHINGTON

*cc Rick Hutto  
EW*

ACTION  
FYI

*include my notes - both*

<input type="checkbox"/>	MONDALE
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<input type="checkbox"/>	JORDAN
<input type="checkbox"/>	LIPSHUTZ
<input type="checkbox"/>	MOORE
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<input type="checkbox"/>	HUTCHESON
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<input type="checkbox"/>	SIEGEL
<input type="checkbox"/>	SMITH
<input type="checkbox"/>	STRAUSS
<input type="checkbox"/>	WELLS
<input type="checkbox"/>	VOORDE



THE PRESIDENT HAS SEEN.

THE SECRETARY OF THE TREASURY  
WASHINGTON

*cc Sku, Charlie  
J*

July 1, 1977

1977 JUL 12 11 11 AM 6 50

MEMORANDUM FOR THE PRESIDENT

Subject: The U.S. Trade Balance

Our analysis of the U.S. trade balance indicates the following:

A. The Facts

The U.S. trade balance will be in deficit by at least \$25 billion in 1977, an increase of some \$16 billion from last year. The deficit in 1978 may be as high or higher. Since we will be paying some \$45 billion for fuel imports this year, we will have a surplus of \$20 billion on all other trade. The reasons for this large deficit are several. Major factors include:

1. A substantial increase in our oil import bill. About 40% of the increase in the deficit between 1976 and 1977 is accounted for by our trade with the OPEC nations.
2. Differential rates of growth in the U.S. compared with many of our traditional markets. As we grow faster, we import more. Since our markets abroad are showing only sluggish growth, our exports also will increase less rapidly.
3. Higher food prices and slower growth in the developing countries, particularly those in Latin America, account for 40% of the deterioration in the U.S. trade account between 1976 and 1977. Mexico and Brazil, both of whom have embarked on stabilization programs, account for 20% of the swing.

There is no evidence that our basic export competitive position has declined. The swings are on the import side. In addition, the U.S. has a large and growing surplus on international services, primarily due to large receipts of income from our foreign investments. This surplus offsets part of the trade deficit -- thus the current account balance, which includes both trade and services, is expected to show a deficit of about \$12 billion this year.



B. Am I concerned about this situation? There is reason to be concerned -- but more for political and psychological reasons than for economical ones.

1. Such large imbalances may "weaken" the dollar. While a fall in the exchange rate in the dollar strengthens U.S. competitiveness and thus reduces excessive trade and current account deficits, this downward movement of the exchange rate is disturbing to some.
2. It gives ammunition to protectionists and special interest groups.
3. To some observers such a large deficit just plain looks bad. This view of trade deficits is deeply ingrained in the conventional wisdom. The purely economic effects -- on U.S. output and employment -- appear to be negligible and thus not worrisome, at least in the short run.

C. What Should We Do?

- 1) We should indicate concern and watchful alertness, avoiding any appearance of complacency or inaction. At the same time, we should take every public opportunity to put the situation into proper perspective.
- 2) We should stress export promotion and financing even though this is unlikely to have significant effects. We should look into possibilities for stimulating exports of agricultural products.
- 3) We should encourage the strong countries to take action to reduce their current account surpluses, by appropriate exchange rate policies and domestic economic expansion -- as was agreed at the Summit. In this respect, recent statements by Prime Minister Fukuda have been encouraging -- but this will not have a big impact on our deficit in the short run. Also we should seek to promote sustainable expansion in the LDCs to maintain or increase their import capacity.



There are several things we should not do:

1. We should not implement protectionist measures. ✓
2. We should not attempt to artificially depreciate the exchange rate, in violation of international agreements we have taken the lead in negotiating. This probably would not work in any case since others would merely follow suit. ✓

In the final analysis, the basis of our trade "problem" is energy. There is a world oil trade deficit that must be shared until it is eliminated. An effective U.S. energy policy is the key to reducing this deficit, and reasonable expansion by our partners abroad will contribute to a better sharing of the deficit.

*Mike*

W. Michael Blumenthal

THE WHITE HOUSE  
WASHINGTON

Mr. President:

Rick Hutto talked with  
your Mother today. Although  
she is not eager to have the  
medal done, she said she  
would be agreeable if you  
and Dr. Brzezinski approve.

Rick

THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Z. Brzezinski -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

cc: Rick Hutto

Re: Medal with Image of Mrs. Lillian  
Carter



THE WHITE HOUSE

WASHINGTON

MEMO

TO: RICK HUTCHESON

FROM: RICK HUTTO *RH*

DATE: JULY 5, 1977

RE: MISS LILLIAN COIN MEDAL

I talked with Miss Lillian today. Although she is not eager to have the medal done, she said she would be agreeable if Dr. Brzezinski and the President approved.

THE WHITE HOUSE  
WASHINGTON

To: Rick Hutto  
1st Lady's staff

Note: Please return attachment  
w/ you comment.

ACTION  
FYI

	MONDALE
	COSTANZA
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	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
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	SCHNEIDERS
	SCHULTZE
	SIEGEL
	SMITH
	STRAUSS
	WELLS
	VOORDE

## THE WHITE HOUSE

WASHINGTON

ACTION

July 2, 1977

MEMORANDUM FOR:

THE PRESIDENT

FROM:

ZBIGNIEW BRZEZINSKI

SUBJECT:

FAO Request to Coin Ceres Medal  
with Image of Mrs. Lillian Carter

Background: Through Ambassador Gardner, the Director-General of the Food and Agriculture Organization (FAO) of the United Nations, has requested that your mother permit FAO to issue a Ceres medal bearing her portrait for her humanitarian work, and to symbolize her moral support for the goals and aspirations of the FAO. The medals have been issued periodically by FAO since 1971 to highlight the role of women in development, agriculture, nutrition, social work and related fields; among the women who were represented: Coretta Scott King, Margaret Mead, Shirley Temple Black, Gloria Steinem, Indira Gandhi, Sophia Loren, who was the first in the series. (Brochure on the medals is attached at Tab A).

Your mother's portrait would be commissioned to a young American sculptor living in Rome and struck in 50 mm diameter in sterling and in 28 mm in 18 kt. gold. The medals are sold to numismatists and humanitarians throughout the world, and proceeds are used by FAO to further the social and economic development of peoples in the developing countries.

Comment: The State Department recommends that the request be honored, as further evidence of the strong support which the U.S. has given to the FAO. (The legal people here and at State have no problem with the issuance of the medal.) We defer to your and your mother's wishes, but note there is an aspect of commercialization.

Proceed with arrangements \_\_\_\_\_

Decline \_\_\_\_\_

✓  
ok  
JC



THE WHITE HOUSE

WASHINGTON

Date: July 5, 1977

MEMORANDUM

FOR ACTION:

FOR INFORMATION:

Rick Hutto

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Brzezinski's memo to the President dated July 2, 1977 re FAO Request to Coin Ceres Medal with Image of Mrs. Lillian Carter. Also enclosed is an attachment -- Food and Agriculture Organization of the United Nations. Please return attachment with your comments.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 10:00 A.M.

DAY: Thursday

DATE: July 7, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

*Please note other comments below:*

7/7

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

## THE WHITE HOUSE

WASHINGTON

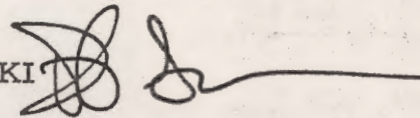
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July 2, 1977

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THE PRESIDENT

FROM:

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Proceed with arrangements \_\_\_\_\_

Decline \_\_\_\_\_



THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Jim King -

The attached was returned in the President's outbox and the signed documents have been forwarded to Bob Linder for appropriate handling.

Please note the President's question-mark on this subject.

Rick Hutcheson

Re: Presidential Rank for  
R for John D. Negroponte

X



8/7/77

THE WHITE HOUSE  
WASHINGTON

July 5, 1977

MEMORANDUM FOR: THE PRESIDENT

FROM: JAMES B. KING *JBK*

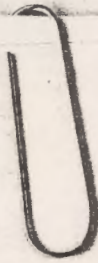
SUBJECT: Presidential Rank ?

Attached for your signature is the nomination document for John D. Negroponte, of New York, a Foreign Service Officer of Class two presently serving as Deputy Assistant Secretary of State for Oceans and Fisheries Affairs, for the rank of Ambassador. He would succeed Rozanne L. Ridgway, and the rank would pertain only during periods of his representation of the United States at international conferences and meetings on fish and wildlife matters.

Also attached is a letter according Mr. Negroponte the rank of Ambassador upon his confirmation by the Senate.

All necessary checks have been completed.

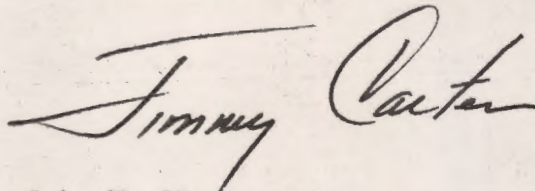
TWO SIGNATURES REQUESTED



To John Negroponte

By and with the advice and consent of the Senate, I hereby accord you the rank of Ambassador during the periods that you represent the United States at international conferences and meetings on fish and wild-life matters.

Sincerely,



The Honorable John D. Negroponte  
Deputy Assistant Secretary of State  
for Oceans and Fisheries Affairs  
Department of State  
Washington, D. C.



*The White House,*

19

*To the  
Senate of the United States.*

*I nominate* John D. Negroponte, of New York,

Deputy Assistant Secretary of State for Oceans and

Fisheries Affairs, for the rank of Ambassador.

*Jimmy Carter*



THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN.

July 6, 1977

TO: PRESIDENT CARTER  
FROM: HAMILTON JORDAN 49.  
RE: FEDERAL ELECTION APPOINTMENTS

A couple of weeks ago, I outlined to you the situation with the FEC appointments. Basically, the situation is this: We have two appointments, one Democrat and one Republican.

As you will recall, we asked Senator Baker and Congressman Rhodes for additional names. I reiterated that request and am awaiting a response from them.

On the Democratic appointment, I strongly recommended Susan King as the best candidate but mentioned that she might have serious problems on the Hill. You said that you would want to appoint her if Frank Moore and myself could satisfy ourselves that this would not create a serious political problem on the Hill. We checked and found (much to my regret) that Susan does have serious

9:15  
a.m.

Q  
—

problems on the Hill that result from some imprudent statements. . . she made in a meeting with Congressional leaders last year. She is a very talented woman and we will recommend to you that she be appointed to another regulatory commission where there will be no political problems or opposition.

The next best candidate is John McGarry, who is recommended by a broad coalition of Democrats who have to work closely with the Commission on election law questions. He is the first choice to Tip O'Neill, Frank Thompson, John Brademas, Ken Curtis, Robert Byrd and others.

We have interviewed other candidates, but consider McGarry to be better than any of the others, with the exception of King. He certainly will be a good appointment and will ensure good relations with the Commission.

☒ Appoint McGarry pending successful interview.

☐ I want other candidates

*J*



COMMISSIONER,  
FEDERAL ELECTIONS COMMISSION

John W. McGarry  
Special Counsel on Elections, Committee  
on House Administration

Massachusetts  
White Male, 46 years

COMMENTS:

State Senator Joe Timilty (Mass). He's a good guy. He would be a fine appointment. I recommend him highly.

Congressman John Brademas (Ill.).: Has been a member of the Committee staff for many years. Has done a good job. Will support him.

Bill Cable, Congressional Relations, WH: I've worked with John for the last year. He has good judgment - good pragmatic judgment. It would be a good and welcome appointment.

Frank Thompson, Chairman, House Committee for Federal Election Commission: He has a comprehensive knowledge of all facets of election law and is an excellent attorney. He has an even temperament and works well with all people. His legal and political judgment is sound. It is my conclusion that John McGarry is superbly qualified to serve on the Commission; I can recommend him without qualification.

Thomas O. O'Neill, Jr. (Speaker): He has worked on all phases of the FEC Act and has overseen and directed all election matters for the House for the past 15 years. John has served under seven different Chairmen during that time and is intimately familiar with the Federal Election Campaign Act. I wholeheartedly support John for this important position and strongly recommend him for serious consideration. He has fine qualifications and well known professional experience and accomplishments.

Harry Byrd (Sen., W.Va.): I recommend him highly for this post. He has great qualifications and experience.

(Note: In order to qualify for appointment to FED, McGarry would have to resign his present position. Counsel's office advises that this would be no problem.)



**Title:**

SPECIAL COUNSEL ON ELECTIONS  
U.S. House of Representatives

**Address:**

Committee on House Administration  
U.S. Capitol, H-326  
Washington, D.C. 20515  
(202) 225-0865

Education

Holy Cross College (1948-1952) -- B.S. Degree

Boston University (1952-1953) -- M.S. Degree

Georgetown University Law Center (1953-1956)  
-- Juris Doctorem Degree

Background

1957-1958

Counsel  
U.S. House of Representatives  
Committee on Government Operations

1959-1962

Assistant Attorney General  
Commonwealth of Massachusetts

1962-1973

Chief Counsel  
U.S. House of Representatives  
Special Committee to Investigate Campaign  
Expenditures

1973-to date

Special Counsel on Elections  
U.S. House of Representatives

SUMMARY

For the past 15 years, John McGarry supervised all election matters for the House and was involved in every phase of the FEDERAL ELECTION CAMPAIGN ACT, including drafting of the original law; (all hearings and House - Senate conferences); the House role in regulations; and compiled an elections pamphlet for every election containing all Federal election laws and a summary of State election laws.

From 1958 to 1973 he was in private practice as a trial attorney and appeared at all levels of State and Federal courts, including the Supreme Court of the United States.



THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Hamilton Jordan -

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Rick Hutcheson

Re: Federal Election  
Appointments

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

①  
—

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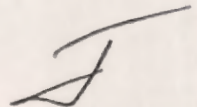
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From 1958 to 1973 he was in private practice as a trial attorney and appeared at all levels of State and Federal courts, including the Supreme Court of the United States.



THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Midge Costanza -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

Re: International Women's Year  
Commission

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

July 5, 1977

*Midge - I mean  
after this year  
J*

MEMORANDUM FOR: THE PRESIDENT  
FM: MARGARET "MIDGE" COSTANZA *MC*  
RE: International Women's Year Commission

The International Women's Year Commission -- originally authorized by Executive Order by Gerald Ford and perpetuated by statute -- is charged with developing a report to the President and to Congress which outlines plans for action to improve the status of women.

You recently replaced the IWY Commissioners appointed by President Ford with 44 men and women who better reflect the tone and character of this Administration.

The Commission has proceeded with its 56 state and territorial conferences at which delegates are elected for the final National Women's Conference to be held in Houston, Texas, on November 18 through 20. Eleven state conferences remain to be held (see list, attached).

The Commission's resolutions will be voted on and adopted by the 1,442 elected delegates in Houston and the President will be invited -- as will I and a member of Stu Eizenstat's staff -- to attend this final gathering of the Commission and the state delegates. I should also note that I recently addressed the Massachusetts state conference.

At the end of the three-year long process, an estimated 100,000 men and women will have participated. ~~I have attached, for your interest, the estimated attendance at meetings already held.~~

As authority to hold the National Conference and state and territorial meetings is statutory, my understanding has been that the meetings would proceed as planned.

I will, at your direction, consult with Bob Lipshutz's office, if you feel this is advisable.

attachments

Electrostatic Copy Made  
for Preservation Purposes



Upcoming IWY State Meetings  
as of July 1, 1977

<u>State</u>	<u>Location</u>	<u>Date</u>	<u>Place</u>
Mississippi	Jackson	July 8-9	Holiday Inn Downtown
Montana	Helena	July 8-10	Carroll College
Washington	Ellensburg	July 8-10	Central Washington College
New York	Albany	July 8-10	Empire State Mall
Alabama	Montgomery	July 9	Montgomery Civic Center
Hawaii	Honolulu	July 9-10	Farrington High School
Florida	Orlando	July 15-17	Sheraton Towers
Kansas	Wichita	July 15-17	Century II & Holiday Inn Plaza
Indiana	Indianapolis	July 15-16	Indianapolis Convention Center
Guam	Tumon	July 8-9	JFK Highschool Dai Ichi Hotel
Trust Territory		August	

THE WHITE HOUSE  
WASHINGTON

6-30-77

To Midge

How soon can we  
appropriately terminate  
the Women's Year  
conferences?

J.



THE WHITE HOUSE  
WASHINGTON

July 1, 1977

Midge Costanza -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
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Rick Hutcheson

Re: Women's Year Conference

7/7

ESTIMATED ATTENDANCE  
STATE AND TERRITORIAL IWY MEETINGS

---

American Samoa	300	Georgia	1,257
North Dakota	400	Kentucky	1,277
Wyoming	500	Virginia	1,277
Maine	500	Nevada	1,341
Arkansas	550	Oklahoma	1,400
Virgin Islands	597	West Virginia	1,500
South Dakota	600	Iowa	1,500
Delaware	669	Wisconsin	1,500
Maryland	750	Nebraska	1,700
New Hampshire	750	Michigan	2,100
Alaska	780	Rhode Island	2,103
Tennessee	800	Massachusetts	2,500
New Mexico	802	Illinois	2,500
North Carolina	828	Texas	2,600
Connecticut	1,000	Ohio	2,800
Vermont	1,000+	Colorado	3,100
Idaho	1,016	New Jersey	3,500
Louisiana	1,027	Pennsylvania	3,700
Arizona	1,100	Minnesota	4,500
South Carolina	1,100	California	6,500
D.C.	1,138	Utah	14,000
Missouri	1,164		
Oregon	1,200		
Puerto Rico	1,200		

45 State Meetings prior to July 1977

Total Participation 82,426

Based on average attendance of 1,848  
per meeting with 12 additional meetings  
to go, attendance will clearly top  
100,000.

Attorney work product

UNOFFICIAL



THE WHITE HOUSE  
WASHINGTON

March 16, 1977

Midge Costanza

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

cc: Ham Jordan  
Tim Kraft

Re: IWY Commission Nominees

THE WHITE HOUSE  
WASHINGTONOK  
J

TO: THE PRESIDENT

FROM: MARGARET "MIDGE" COSTANZA

DATE: March 16, 1977

SUBJECT: IWY COMMISSION NOMINEES

I am forwarding to you a list of nominees who I hope you will consider for appointment to the International Women's Year (IWY) Commission.

As you know, the Commission was originally authorized by Executive Order in response to the UN General Assembly designation of 1975 as International Women's Year.

The January 1974 Presidential Proclamation called upon Congress, federal, state and local government to work with the American people toward constructive measures which would further the advancement of women in the United States.

The Commission's composition under President Ford included 4 congressional and 35 private sector members, six of whom were Democrats. After consultation with The White House Counsel's Office, I would like to recommend that you expand the Commission membership to 40, and that you reappoint 13 of those members who served under President Ford. Of those 13, 7 are Republicans; 6 are Democrats.

My understanding, from Bob Lipshutz's office, is that the Commission can be expanded by Executive Order, which will be prepared for you.

Speaker of the House, Tip O'Neill, asks that you retain three of the four members of Congress currently serving on the Commission. The fourth is Bella Abzug, who, having lost her seat in the U.S. House of Representatives, would now serve as a member of the private sector. Serving in her stead as Congressional member would be Elizabeth Holtzman (D-N.Y.) at the recommendation of Speaker O'Neill.

Furthermore, because of Ms. Abzug's role as prime mover behind the authorizing legislation for the Commission, Hamilton has asked her if she would be willing to serve as Chairperson of the IWY Commission. She has indicated that she would.



Memo to The President  
Page Two  
March 16, 1977

I might add, in anticipation of any reservations that you might have regarding Ms. Abzug's future political plans, that she has told me that she has no plans to run for Mayor of New York City "at this time."

I hope that you will agree with me that the reconstitution of the Commission is an urgent matter needing your immediate attention. At our request, the National membership has postponed its national meeting pending your decision. That meeting was to have been held today. That meeting must be rescheduled after the new membership is announced.

I might also note that the various state commissions have been proceeding with statewide conventions under the leadership of the Ford appointees. Their major convention is scheduled to be held in Houston in November 1977.

SUMMARY

Membership Total

40

Black Membership	8
American Indian	1
Mexican American	2
Puerto Rican	1
Italian	1
Asian	1
Men	3
Labor	2
Republican	7

National Organizations Represented:

Poet  
National Women's Political Caucus  
National Organization for Women (NOW)  
National Federation of Business and Professional Women, Inc.  
American Association of University Women (AAUW)  
National Council of Jewish Women  
National Council of Catholic Women  
YWCA  
Education  
National Council of Churches  
Girl Scouts of America  
Womens Strike for Peace  
National Council of Puerto Rican Women  
Women's Action Alliance  
Actress



P

INTERNATIONAL WOMEN'S YEAR COMMISSION NOMINEES

Ruth Abram New York	Executive Director, Women's Action Alliance
Bella Abzug New York	Former Congresswoman; attorney
Maya Angelou California	Poet-writer; actress; playwright
Elizabeth Athanasakos Florida	Current Chairperson; former Municipal Judge
Betty Blanton Tennessee	Active in 51.3 program; wife of Tennessee Governor Ray Blanton
Liz Carpenter Texas	Co-Chairman, ERA America; former Press Secretary to Lady Bird Johnson
John Mack Carter New York	Editor-in-Chief, GOOD HOUSEKEEPING Magazine
Seymour M. Chassler New York	Editor-in-Chief, REDBOOK Magazine
Ruth C. Clusen Wisconsin	President, National League of Women's Voters
Audrey Rowe Colom Washington, D.C.	President, National Women's Political Caucus
Jane Culbreth Alabama	President, The National Federation of Business and Professional Women's Clubs, Inc.
Harry T. Edwards Massachusetts	Professor of Law, Harvard Law School
Beverly B. Everett Iowa	American Association of University Women; agriculture and rural development issues

March K. Fong Eu  
California

California State Assemblywoman; former President and life member, American Dental Hygienists' Association

Bernice S. Frieder  
Ohio

Officer, National Council of Jewish Women

Dorothy Haener  
Michigan

Officer, UAW

Rhea Mojica Hammer  
Illinois

Businesswoman; journalist-newspaper publisher

LaDonna Harris  
New Mexico

Americans for Indian Opportunity, New Mexico

Lenore Hershey  
New York

Editor-in-Chief, LADIES HOME JOURNAL

Koryne Horbal  
Minnesota

DNC Women's Caucus Chairman

Mildred Jeffrey  
Michigan

Chairman, Democratic Women's Task Force;  
Board member, Consumer Federation of America

Jeffalyn Johnson  
Virginia

Former Associate Director, Dean and Senior Professor at the Federal Executive Institute

Coretta Scott King  
Georgia

Dedicated civil rights worker

Mary Ann Krupsak  
New York

Lieutenant Governor, State of New York

Margaret J. Mealey  
Washington, D.C.

Executive Director, National Council of Catholic Women

Jean M. O'Leary  
New York

National Gay Task Force

(MR. PRESIDENT: You have already approved this member.)



Mildred E. Persinger  
New York

National Board of YWCA

Ersa H. Poston  
New York

Commissioner, New York State Civil Service  
Commission

Cecelia DeBurciago Preciado  
California

Assistant to the President, Stanford University

Dr. Claire Randall  
New York

General Secretary, National Council of  
Churches in Christ in the USA (NCCCUSA)

Alice S. Rossi  
Maryland

Educator; Professor of Sociology, Goucher  
College

Dr. Gloria D. Scott  
Texas

National President, Girl Scouts of America

Ellie Smeal  
Pennsylvania

Chairman of the Board, National Organization  
for Women (NOW)

Jean Stapleton  
California

Actress, "All In The Family"

Gloria Steinem  
New York

Editor, MS Magazine

Ethel Taylor  
Pennsylvania

Women Strike for Peace

Carmen Delgado Votaw  
Maryland

President and founder, DC Chapter of  
National Conference of Puerto Rican Women

Gerridee Wheeler  
North Dakota

Vice-Chair, National Committee on Prevention  
of Child Abuse; Past President, National As-  
sociation for Mental Health

Addie Wyatt  
Illinois

Vice President, Amalgamated Meatcutters

Betty Ford  
California

Former First Lady

SENATE MEMBERS

Birch Bayh

Indiana

Charles H. Percy

Illinois

HOUSE MEMBERS

Margaret M. Heckler

Massachusetts

Elizabeth Holtzman

New York



THE WHITE HOUSE  
WASHINGTON

March 25, 1977

Midge Costanza -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

Re: IWY Commission

THE WHITE HOUSE

WASHINGTON

TO: THE PRESIDENT

FROM: MARGARET COSTANZA *MC*

DATE: March 25, 1977

RE: IWY COMMISSION

It is my understanding that you have postponed final approval of the list of names I provided you on Tuesday, March 16, for possible appointment to the IWY Commission. I am told you have reservations regarding the expansion of Commission membership from 35 to 42 and the possibility that the increase would result in added expense to the public.

As you know, the Commission was established by an Act of Congress with a budget of \$5 million. By law, The Commission cannot use public funds over and above that budget for any reason, expansion by Executive Order or otherwise. Furthermore, the political realities of the issue prevent any possibility of an increased appropriation by Congress--as the original Bill squeaked through by only one vote.

Any expenses incurred over the \$5 million budget for travel or other expenses must, by law, be paid for with donations from private sources.

An increase in the Commission's membership cannot, therefore, result in an increase in public expenditures.

I have recommended to you that the membership be increased in order to accomplish the following goals:

- (a) Representation from the broadest social and economic spectrum, requiring a revamping of the Commission to include women from varying ethnic/racial backgrounds and interest group/professional/political affiliations. An effort was made to accommodate former campaign staff.
- (b) Continuity, requiring a certain number of reappointments.

My original memo to you (copy attached) recommended a membership increase from 35 to 40, which you accepted. Since



Memorandum to The President  
Page Two  
March 25, 1977

our conversation, I discovered that the name of Martha Griffiths had been inadvertently omitted from the list. Former Representative Griffiths is currently serving on the IWY Commission. I feel that a failure to reappoint the former Democratic Congresswoman would be politically embarrassing. I also added the name of Connie Plunkett, at your request. The final list includes, therefore, 42 members.

I hope you agree with me in my reasoning for a 42-member Commission and agree that the timing of your recommendations is critical.

Attachment

THE WHITE HOUSE  
WASHINGTON

March 25, 1977

Bob Lipshutz -

For your information the attached  
Executive Order has been signed  
and given to Bob Linder for  
appropriate handling.

Rick Hutcheson

cc: Midge Costanza

Re: National Commission on the  
Observance of International  
Women's Year



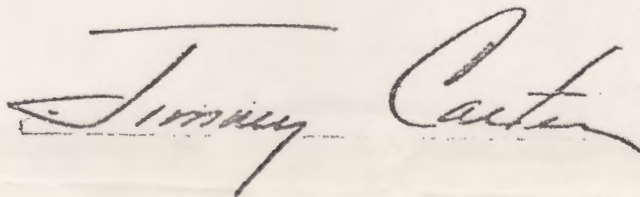
EXECUTIVE ORDER

- - - - -

NATIONAL COMMISSION ON THE OBSERVANCE OF  
INTERNATIONAL WOMEN'S YEAR, 1975

By virtue of the authority vested in me by the Constitution and statutes of the United States of America, and as President of the United States of America, in accord with Section 2 of the Act approved December 23, 1975, to direct the National Commission on the Observance of International Women's Year, 1975, to organize and convene a National Women's Conference, and for other purposes (Public Law 94-167, 89 Stat. 1003), and in order to increase the number of members on the Commission, it is hereby ordered that Section 1(b) of Executive Order No. 11832, as amended by Executive Order No. 11889, is amended to read as follows:

"(b) The Commission shall consist of not more than 45 members to be appointed by the President from among citizens in private life, except that not more than 10 members may be officials of State or local governments. The President shall designate the presiding officer, who may designate from among the members of the Commission as many vice presiding officers as necessary."

Jimmy Carter

THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Hamilton Jordan

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

Re: Intergovernmental Relations  
Advisory Commission



THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

July 7, 1977

MR. PRESIDENT:

On the Intergovernmental Relations Advisory Commission, by law we are obligated to accept the recommendations made by the National Governors' Conference:

The Conference recommended Askew, Kneip, Milliken and/or Robert Ray. They did not recommend Jerry Brown. By law, therefore, we cannot substitute Brown for Askew.

HAMILTON

gh  
J

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for Preservation Purposes

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

July 7, 1977

*Ham -  
How about J. Brown  
vs. Askew?  
J*

MEMORANDUM FOR THE PRESIDENT

FROM: HAMILTON JORDAN *H.J.*

SUBJECT: Intergovernmental Relations Advisory Commission

This is a group that technically is not a part of the Executive Office of the President, nor is it an advisory committee which can be abolished administratively. We have checked and re-checked, and OMB, Frank Moore and Jack Watson all agree that we should proceed with appointments to the six vacancies that exist, with complete study and recommendations by the Reorganization Group to be made within a year or longer (this is their estimate).

Five of the vacancies must come from lists prepared by certain national organizations named by the law. One is a private citizen whom you can choose.

For the 5 "governmental type" appointments, the names presented to us are: Governors Askew, Kneip and William Milliken (one must be Republican); Martin Sabo, State Legislature of Minnesota (strongly recommended also by the Vice President), and Lynn Cutler, County official from Black Hawk County, Iowa (also strongly supported by Senators Clark and Bayh). *ok ok ok*

For the private citizen member, we have received a recommendation for Jean Graham of Denver, who has the support of the Colorado Delegation. Dick Riley has expressed a strong interest in serving as the citizen member, and this would be a useful appointment for him in his home State.

Dick, as you know, is running for Governor and has a contested primary. If we make this appointment, we might be accused of interjecting ourselves in this race.

The compensation for these people is minimal (\$50 per day and travel expenses for private members - only travel for other members) and meetings are not excessive. Given the pressures from Congress and others, and the lack of any plans for studying the group in the next few months, I recommend you approve the appointments. I further recommend you choose Dick Riley for the private member.

APPROVE "governmental" appointments \_\_\_\_\_ DISAPPROVE \_\_\_\_\_

Approve Dick Riley ✓ DISAPPROVE \_\_\_\_\_ *J*

OTHER: \_\_\_\_\_



THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Hamilton Jordan -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

Re: Intergovernmental Relations  
Advisory Commission

cc: Jim King



THE WHITE HOUSE  
WASHINGTON

ACTION	FYI
	MONDALE
	COSTANZA
	EIZENSTAT
X	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	GAMMILL
	HARDEN
	HOYT
	HUTCHESON
	JAGODA
X	KING

	KRAFT
	LANCE
	LINDER
	MITCHELL
	POSTON
	PRESS
	B. RAINWATER
	SCHLESINGER
	SCHNEIDERS
	SCHULTZE
	SIEGEL
	SMITH
	STRAUSS
	WELLS
	VOORDE



THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

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July 7, 1977

*Ham -  
How about J. Low  
vs Askew?  
J*

MEMORANDUM FOR THE PRESIDENT

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Dick, as you know, is running for Governor and has a contested primary. If we make this appointment, we might be accused of interjecting ourselves in this race.

The compensation for these people is minimal (\$50 per day and travel expenses for private members - only travel for other members) and meetings are not excessive. Given the pressures from Congress and others, and the lack of any plans for studying the group in the next few months, I recommend you approve the appointments. I further recommend you choose Dick Riley for the private member.

APPROVE "governmental" appointments \_\_\_\_\_ DISAPPROVE \_\_\_\_\_

Approve Dick Riley ✓ DISAPPROVE \_\_\_\_\_ *J*

OTHER: \_\_\_\_\_

ADVISORY COMMISSION ON INTERGOVERNMENTAL RELATIONS

Independent

CHAIRMAN:

Designated from among members  
of the Commission

VICE CHRMN:

TERM:

TWO YEARS; members shall be eligible for reappointment; and members shall serve until their successors are appointed. (HOLDOVERS) Where any member ceases to serve in the official position from which originally appointed, his place on the Commission shall be deemed to be vacant.

SALARY:

Members who are Members of Congress, officers of the Executive Branch of the Federal Government, Governors, or full-time salaried officers of city and county governments shall serve without compensation in addition to that received in their regular public employment, but shall be allowed necessary travel expenses (or, in the alternative, a per diem in lieu of subsistence and mileage not to exceed the rates prescribed in the Travel Expenses Act of 1949, as amended), and other necessary expenses incurred by them in the performance of duties vested in the Commission. All other members of the Commission shall receive compensation at the rate of \$50 per day for each day they are engaged in the performance of their duties as members of the Commission and shall be entitled to reimbursement for travel, subsistence, and other necessary expenses incurred by them in the performance of their duties as members of the Commission unless prohibited by State or local law.

PURPOSE:

To bring together representatives of the Federal, State, and local governments for the consideration of common problems.



# ADVISORY COMMISSION ON INTERGOVERNMENTAL RELATIONS

Independent

AUTHORITY: ~~50 U.S.C. 1501~~ 42 U.S.C. 4271  
~~5 U.S.C. 2371~~  
~~80 Stat. 1162, November 2, 1966~~

METHOD: Appointed by the President and others

MEMBERS: TWENTY-SIX, as follows:

- (1) SIX, three of whom shall be officers of the Executive Branch of the Government, and three private citizens, all of whom shall have had experience or familiarity with relations between the levels of government. These shall be appointed without regard to political affiliation.
- (2) FOUR, from a panel of at least eight Governors submitted by the Governors' Conference. Not more than two shall be from any one political party.
- (3) THREE, from a panel of at least six members of State legislative bodies submitted by the Board of Managers of the Council of State Governments. Not more than two shall be from any one political party and not more than one shall be from any one State.
- (4) FOUR, from a panel of at least eight mayors submitted jointly by the National League of Cities and the United States Conference of Mayors. Not more than two shall be from any one political party and not more than one shall be from any one State. At least two of these shall be from cities under 500,000 population.
- (5) THREE, from a panel of at least six elected county officials submitted by the National Association of Counties. Not more than two shall be from any one political party and not more than one shall be from any one State.
- (6) THREE, appointed by the President of the Senate, who shall be Members of the Senate.
- (7) THREE, appointed by the Speaker of the House of Representatives who shall be Members of the House.

THE WHITE HOUSE

WASHINGTON

July 1977

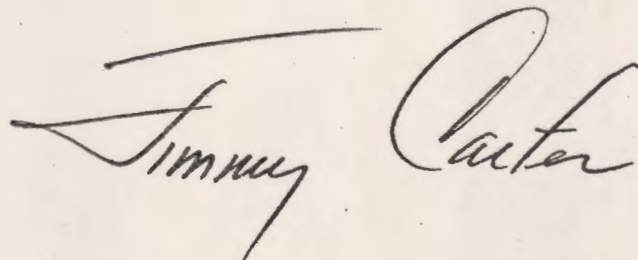
It gives me great pleasure to welcome each of you to the White House-Governors' Conference on Energy.

This is the first time that I have met with you in a working conference to discuss a single subject which so vitally affects us all.

My Administration has given energy policy a very high priority during the few months we have been in office. Energy policy is not just a Federal activity. It requires a constructive partnership between the States, local governments and the Federal Government. This Conference really marks the beginning of a continuing relationship and dialogue.

I look forward to meeting with you to develop a better mutual understanding of the State and Federal perspectives on a wide range of key energy policy areas where our cooperation is essential.

It is only through such a partnership that an effective national energy program can become a reality.

A handwritten signature in dark ink, reading "Jimmy Carter". The signature is fluid and cursive, with the first name "Jimmy" and the last name "Carter" clearly distinguishable.

Original given to Frank Pagnotta to place in booklet to be given the Governors at Conference on 7/8/77 at White House  
copy to Stripping

7/7/77 +



THE WHITE HOUSE

WASHINGTON

*with you*  
It gives me great pleasure to welcome each of you to the White House-Governors' Conference on Energy. ~~This is the first time that the Governors and I have met together~~ in a working conference to discuss a single subject which <sup>so</sup> vitally affects us all.

~~I am particularly pleased that the subject is energy.~~ My Administration has given energy policy a very high priority during the few ~~short~~ months we have been in office. Energy policy is not just a Federal activity. It requires a constructive partnership between the States, local governments and the Federal Government. This Conference really marks the beginning of a continuing relationship and dialogue.

I look forward to meeting with you to develop a better mutual understanding of the State and Federal perspectives on a wide range of key energy policy areas where our cooperation is essential. ~~It is only through such a partnership that a true national energy program can will become a reality.~~ *an effective*

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THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Hamilton Jordan -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

Re: Chairman - Nuclear  
Regulatory Commission



THE WHITE HOUSE  
WASHINGTON

July 6, 1977

*Ham - Have  
Hendrie come in  
so I can discuss  
items from Hess's  
memo  
J*

MEMORANDUM FOR THE PRESIDENT

FROM: HAMILTON JORDAN *HJ.*

SUBJECT: CHAIRMAN, NUCLEAR REGULATORY COMMISSION

Jim Schlesinger and I have met and discussed the Nuclear Regulatory Commission chairmanship. We agree that of all the commissioners involved, only Peter Bradford and Joseph Hendrie are suitable for your consideration. A comparison of the strengths and weaknesses we perceive between the two is attached.

The determining factor is the role you wish the NRC to play in the future. The Commission, from all reports, is badly in need of leadership and direction, and the new Chairman is your best opportunity to point it in the direction you wish it to follow.

*P.S. Jim feels strongly about this so you  
will probably want to talk with  
him about it. The choice - between  
Hendrie and Bradford - depends very much  
on what you want the NRC to do.*

*HJ*

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Peter Bradford  
Chairman, Maine Public Utilities Commission

- + Intimately acquainted with the utility industry and its problems--the "user" in the NRC process ✓
- + Several years experience in the regulatory process having served as Chairman of 3 member utility commission ✓
- \* + Proven ability to manage a consensus on a regulatory commission ✓
- + Acceptable to environmental groups ✓
- + Democrat ✓
- \* - Not well acquainted with the nuclear industry
- Not knowledgeable in detail about NRC's responsibilities
- As a regulator would not be enthusiastically embraced by the nuclear industry



Peter Amory Bradford  
State Official  
Public Utilities Commission  
State Capitol Building  
Augusta, Maine 04330

Education

1964 B.A., Yale University  
1968 LL.B., Yale University

Experience

1964-65 Faculty, Athens (Greece) College  
1968-71 Aide to Governor of Maine, Augusta  
1971 Commissioner, Maine Public Utilities Commission  
1971-72 Staff Director, Governor's Task Force on Energy,  
heavy industry and the Maine Coast, Augusta  
1974 Chairman, Maine Public Utilities Comm., Augusta

Publications

Fragile Structures: A Story of Oil Refineries; National  
Security and the Coast of Maine, 1975

Personal

Married, 2 children

PETER BRADFORD

Comments:

Doug Costle, Administrator, EPA: Bradford has a first-rate reputation. I think he would be terrific. It would be a brilliant appointment, one that I would support very strongly.

Ken Curtis, Chairman, DNC: He is a good problem solver. He understands the political process. Is quiet but mature for his age. He would do well. He has balance.

Alfred Kahn, Chairman, CAB: He is very capable. Judicious and reasonable. Understands the needs of industry. Would be the sort that would provide good leadership for the Commission.

Richard Frank, Administrator-NOAA: He is able to get things done. Is excellent. Understands policy and legal issues. Those who don't know him would find his performance to show that he is very fair on environmental concerns.

Robert Scott, Senior VP, Central Main Power, Augusta:  
Very capable, Would recommend him for many posts but not NRC. He is too much on the side of environmentalists.



Joseph Hendrie  
Brookhaven National Laboratory

- \* + Well acquainted with the problems of reactor licensing from previous experience as deputy director of licensing for technical review at the AEC ✓
- + Would be welcomed by the nuclear industry ✓
- \* + Good technical competence ✓
- \* + Long experience in nuclear field ✓
- Unacceptable to the environmentalists
- \* - limited management experience
- Could be seen as member of "nuclear club" and appointment taken as signal NRC would be influenced by Department of Energy
- Republican

NUCLEAR REGULATORY COMMISSION

Joseph M. Hendrie

Janesville, Wisconsin

52

White, Male  
Republican

Comments:

James Schlesinger: Hendrie has a distinguished career. He is experienced in nuclear engineering and is a co-inventor of the high flux beam reactor. He is highly regarded within the scientific community and I am certain he will be a valuable addition to your Administration.

Frank Press: Have known Hendrie and worked with him for some years. I think he is first-rate, professionally and personally. His appointment would be welcomed by the scientific community and he would do a good job.

Jerome Wiesner, President, MIT: Has done a first rate job at BNL. He is one of most technically competent people in the field; knows the field and is respected by his colleagues and by industry.



THE WHITE HOUSE


WASHINGTON

April 26, 1977

MEMORANDUM FOR:

THE PRESIDENT

FROM:

JIM SCHLESINGER 

SUBJECT:

Recommendation for Commissioner,  
Nuclear Regulatory Commission

Subject to your concurrence I am recommending  
Mr. Joseph M. Hendrie for the position of Commissioner,  
Nuclear Regulatory Commission.

Mr. Hendrie who is presently serving as Chairman, Department  
of Applied Science, Brookhaven National Laboratory, has a  
distinguished career and I am certain he will be a valuable  
addition to your Administration.

(Hendrie has been a member of the Advisory Committee on  
Reactor Safety; has served on the Risk Impact Study Group  
and Siting Committee of the National Academy of Sciences.  
Recently he authored a chapter on reactor safety for the  
1976 Annual Review of Engineering.)

DECISION

Appoint Joseph Hendrie Chairman of NRC \_\_\_\_\_

Appoint Peter Bradford Chairman of NRC \_\_\_\_\_



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF SCIENCE AND TECHNOLOGY POLICY  
WASHINGTON, D.C. 20500

April 27, 1977

THE NUCLEAR REGULATORY COMMISSION

The President has called for an increase in the country's use of light water reactors to produce electric power, for a streamlining of the licensing procedures for reactors, for strengthened regulation and inspection of reactor design and siting, and for movement in resolving nuclear waste problems. The implementation of each of these tasks depends, in large part, on the Nuclear Regulatory Commission.

Two Commissioner positions are now vacant and that of the Chairman becomes vacant on June 30, 1977. The President, therefore, has the opportunity to make two appointments immediately and one over the summer and a new Chairman must be designated. These three appointments (of which two can be Democrats and one must be a Republican or Independent) should be considered together and provide an opportunity for the President to make his own imprint on the Commission. One additional position becomes vacant every June 30. Within four years, therefore, all five Commissioner positions will have become vacant.

Nuclear power and related issues are highly controversial and the community of knowledgeable people is quite polarized. Therefore, the primary issue in the choice of Commissioners is whether the Commission should be a balance of individuals with well-identified and contending views or whether it should be composed of individuals who themselves have balanced views on the nuclear issues. The appointments to the NRC will be interpreted as a signal of the President's views concerning nuclear power.

The NRC is currently suffering from a serious lack of public confidence, internal management problems and a state of uncertainty concerning how to balance environmental protection and public health and safety, on the one hand, with the desire to assure the timely growth and economic viability of nuclear power on the other. Among the most important tasks of the new Commissioners will be to regain public confidence, improve internal management and deal with the fundamental energy production/public and environmental protection trade-offs.



## I. Description of the Commission

The Nuclear Regulatory Commission is an independent agency in the Executive Branch. Under the Energy Reorganization Act of 1974 it was vested with licensing and related regulatory functions of the Atomic Energy Commission in an effort to separate these from the nuclear R&D and promotional functions which were vested in ERDA. The primary purpose of the Commission is to license, regulate and inspect a wide variety of nuclear facilities to protect the public health, safety and environment. Specifically, its mandate includes:

- . Issuing construction and operating licenses for nuclear power plants, waste disposal facilities, and bulk handling fuel cycle facilities.
- . Licensing the possession, use, transportation and disposal of nuclear materials.
- . Inspection of NRC-licensed activities and facilities.
- . Promulgation and implementation of rules and regulations governing licensed nuclear activities.
- . Issuing export licenses of nuclear facilities and materials.

Legal authority is vested in five Commissioners who are appointed by the President for staggered five-year terms subject to Senate confirmation. The Chairman of the Commission is designated by the President from among the five Commissioners and serves at the pleasure of the President. No more than three Commissioners can be appointed from any one party.

## II. Issues Facing the NRC

### 1. Building Public Confidence

Perhaps the most important task for the NRC is to build public confidence in its own activities and through its actions to enhance public confidence in the nation's overall nuclear programs of industry and government. Currently the NRC is variously criticized as being too pro-nuclear and tied to previous AEC practices and approaches and too anti-nuclear by imposing unreasonable impediments in the way of the orderly development of the industry. In order to operate effectively, neither charge about the Commission should be true or be perceived to be true by the general public. As part of its confidence building activities, greater coordination with state and local authorities is required. In addition, further opening the Commission's decision and licensing processes to public participation and review would enhance the Commission's credibility.



## 2. Licensing Delay

The average time from a utility's application to the NRC for a construction license until the operation of a nuclear power plant is now more than 10 years, considerably longer than in other countries. This lengthening time has contributed in an important way to the rising cost of nuclear-generated electricity and to the disinclination of some utilities to adopt nuclear technology for their new facilities. While construction delays have been the primary cause of this problem, the licensing process itself has also contributed. Finding ways to reduce the licensing time while maintaining or increasing the quality, credibility and access of interested and affected parties to the licensing procedure is a critical task for the NRC. The President has mandated a thorough review of current licensing procedures. In conducting this review the NRC should work with reactor vendors, customers and interested public interest groups to create appropriate reforms.

## 3. Extent of Regulation and Inspection

While the President has proposed greater on-site inspection by the NRC, considerable uncertainty currently exists concerning what aspects of the nuclear industry, and at what points in the reactor design and construction process, the government should regulate. In particular, there is considerable controversy concerning the frequency with which the NRC should inspect operating plants and plants under construction to assure that new or mandated health, safety and environmental standards are being met. When standards change and operating plants cease to conform, there arises the question of whether or to what extent retrofitting is required. Similarly the extent to which the NRC should inspect the quality control procedures of vendors or should monitor the design activities of architects/engineers is currently being questioned. In all these issues a balance is needed between assuring public health and safety, not imposing undue delays on industry, maintaining fair and predictable regulatory procedures, and assuring public confidence in the regulatory process. In deciding the appropriate extent of NRC regulation, greater attention to assessing and weighing the costs and values of both regulations and regulatory procedures is needed.

## 4. Standard Setting

Allegations have been made that the NRC's own review of AEC standards has been inadequate and that the extent to which the NRC is staffed by former AEC employees



precludes or makes very difficult such reviews. If this charge is true, the situation should be rectified and in either case the NRC must change its public image in this regard. One difficulty in setting standards is the lack of agreement within the Commission and among the interested public concerning what standards would be acceptable.

#### 5. Export Procedures

The NRC is currently criticized by the domestic industry and by foreign governments for allegedly arbitrary and capricious regulations and procedures with respect to nuclear exports. If the American nuclear industry is to remain competitive in international markets and if, as part of U.S. nonproliferation policy, other states are to be encouraged to rely on the United States as a supplier of enrichment services, the image of the Commission and its procedures must change. While tight control is needed in the interest of nonproliferation policy, applications for export must be handled in a timely and, above all, consistent and predictable manner.

#### 6. Improving R&D

Current R&D programs have been characterized by critics as oriented toward proving that current reactor designs are safe rather than assessing the degree of risk and finding ways to reduce it. Creative thought is needed in designing and executing research and development programs that will test current reactor safety techniques and procedures, and create new technical options for protecting the environment and the public health and safety and for enhancing public confidence in nuclear facilities. NRC will have to develop a new relationship with the Department of Energy, industry, environmental groups and the public in designing and executing an appropriate R&D program. Better ways should also be found to utilize new information directly in the regulatory and licensing process.

#### 7. Specific Policy Issues

Over the next few years the NRC will have to address and resolve a number of important technically complex policy issues. These include:

- a. determining an acceptable means for long-term storage of spent fuel;
- b. resolving the current debate on domestic safeguards and physical security;



- c. deciding how to handle still unresolved questions about plutonium reprocessing and use;
- d. generating and implementing procedures for evaluating reactor safety; and
- e. generating and using criteria for nuclear facilities siting.

## 8. Management

NRC has some particularly difficult management problems, which have been exacerbated by the fact that it has never been made clear who in the agency is in charge of day-to-day management. This situation is partly rooted in the statute, but the Commission, especially the Chairman, could rectify the situation. The statute which created the agency in 1974 provides for three strong line officers, who are to have direct access to the Commission, and for an Executive Director for Operations whose duties are not specified. The Chairman has strong executive authority, but neither of the two chairmen to date have exercised this or delegated it to the EDO. The President could help this situation by expressing his strong expectation that the management of the Commission should be one of the appointees' highest priorities. The President could go further by selecting a Chairman with executive management experience.

Another management problem is related to charges that the Commission puts pressure on employees to downplay safety problems. This has led to some resignations and some publicly reported grumbling which have been quite damaging to public confidence in the Commission.

## III. The Choice of NRC's Style of Operating

A fundamental choice is required concerning the preferred style of operations for the NRC. By balancing individuals with strong and identifiable positions on nuclear issues against each other, the style could be encouraged to be one of constant debate and acrimony which would also tend to sustain the current public nuclear debate. The advantage of this approach would be assurance that all views were heard and taken into account. The disadvantages would be continuing or increased delays in the Commission's work and, if sharp polarization were to emerge (as seems likely), making more difficult the emergence of national consensus on nuclear issues and the building of broad public trust in the NRC.

The alternative to an NRC, that is a balance of contending views, is one composed of individuals who do themselves take a rather balanced view of nuclear issues. While some critics



might then charge that the Commission is not considering all important views, a careful choice of individuals could prevent the emergence of a single dominant perspective. The avoidance of all controversy within the NRC would be unwise.

If the right sort of individuals are chosen, ideological polarization, with its resulting delays and acrimonious debate, might be avoided. The residual controversy could then be constructive rather than debilitating.

#### IV. Desirable Qualities for NRC Commissioners

1. Sensitivity to health, safety and environmental risks and concerns.
2. Sensitivity to the needs of the vendor and utility industries.
3. Sensitivity to the legal and institutional complexities involved in the process of building nuclear facilities and in regulating the industry.
4. Sensitivity to international aspects of the nuclear issues, including nonproliferation concerns, competition in the international nuclear market, and concerns and needs of foreign governments and utilities for security of supply and reliable procedures.
5. Top scientific or other professional qualifications in a relevant field. Professional training as a nuclear scientist or engineer is not essential, but interest in the technical aspects of nuclear power and an ability to comprehend technical issues is essential.
6. Demonstrated ability to manage effectively a fairly large and diverse technically-oriented organization. This is particularly critical for the Chairman.
7. A willingness to review and challenge existing procedures and policies and to implement necessary reform.
8. Willingness to consider many points of view before arriving at final decisions.
9. Demonstrated ability to operate effectively in an environment fraught with controversy.
10. Lack of strong ties to or past association with the nuclear industry, former government nuclear programs or non-governmental lobbying or public interest groups that have been active in the nuclear debates. Alternatively an attempt could be made to balance identifiable perspectives on important issues, but this would risk polarizing and crippling the Commission.



No individual can possess all these qualities. Possession of most of them should be a prerequisite for the job. With the two immediate and one near-term appointments, all qualities should be well covered.

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN.

July 6, 1977

TO: PRESIDENT CARTER  
FROM: HAMILTON JORDAN 49.  
RE: FEDERAL ELECTION APPOINTMENTS

A couple of weeks ago, I outlined to you the situation with the FEC appointments. Basically, the situation is this: We have two appointments, one Democrat and one Republican.

As you will recall, we asked Senator Baker and Congressman Rhodes for additional names. I reiterated that request and am awaiting a response from them.

On the Democratic appointment, I strongly recommended Susan King as the best candidate but mentioned that she might have serious problems on the Hill. You said that you would want to appoint her if Frank Moore and myself could satisfy ourselves that this would not create a serious political problem on the Hill. We checked and found (much to my regret) that Susan does have serious

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problems on the Hill that result from some imprudent statements. . . she made in a meeting with Congressional leaders last year. She is a very talented woman and we will recommend to you that she be appointed to another regulatory commission where there will be no political problems or opposition.

The next best candidate is John McGarry, who is recommended by a broad coalition of Democrats who have to work closely with the Commission on election law questions. He is the first choice to Tip O'Neill, Frank Thompson, John Brademas, Ken Curtis, Robert Byrd and others.

We have interviewed other candidates, but consider McGarry to be better than any of the others, with the exception of King. He certainly will be a good appointment and will ensure good relations with the Commission.

✓  
\_\_\_\_\_ Appoint McGarry pending successful interview.

\_\_\_\_\_ I want other candidates

*J*



COMMISSIONER,  
FEDERAL ELECTIONS COMMISSION

John W. McGarry  
Special Counsel on Elections, Committee  
on House Administration

Massachusetts  
White Male, 46 years

COMMENTS:

State Senator Joe Timilty (Mass). He's a good guy. He would be a fine appointment. I recommend him highly.

Congressman John Brademas (Ill.): Has been a member of the Committee staff for many years. Has done a good job. Will support him.

Bill Cable, Congressional Relations, WH: I've worked with John for the last year. He has good judgment - good pragmatic judgment. It would be a good and welcome appointment.

Frank Thompson, Chairman, House Committee for Federal Election Commission: He has a comprehensive knowledge of all facets of election law and is an excellent attorney. He has an even temperament and works well with all people. His legal and political judgment is sound. It is my conclusion that John McGarry is superbly qualified to serve on the Commission; I can recommend him without qualification.

Thomas O. O'Neill, Jr. (Speaker): He has worked on all phases of the FEC Act and has overseen and directed all election matters for the House for the past 15 years. John has served under seven different Chairmen during that time and is intimately familiar with the Federal Election Campaign Act. I wholeheartedly support John for this important position and strongly recommend him for serious consideration. He has fine qualifications and well known professional experience and accomplishments.

Harry Byrd (Sen., W.Va.): I recommend him highly for this post. He has great qualifications and experience.

(Note: In order to qualify for appointment to FED, McGarry would have to resign his present position. Counsel's office advises that this would be no problem.)



**Title:**

SPECIAL COUNSEL ON ELECTIONS  
U.S. House of Representatives

**Address:**

Committee on House Administration  
U.S. Capitol, H-326  
Washington, D.C. 20515  
(202) 225-0865

Education

Holy Cross College (1948-1952) -- B.S. Degree

Boston University (1952-1953) -- M.S. Degree

Georgetown University Law Center (1953-1956)  
-- Juris Doctorem Degree

Background

1957-1958

Counsel  
U.S. House of Representatives  
Committee on Government Operations

1959-1962

Assistant Attorney General  
Commonwealth of Massachusetts

1962-1973

Chief Counsel  
U.S. House of Representatives  
Special Committee to Investigate Campaign  
Expenditures

1973-to date

Special Counsel on Elections  
U.S. House of Representatives

SUMMARY

For the past 15 years, John McGarry supervised all election matters for the House and was involved in every phase of the FEDERAL ELECTION CAMPAIGN ACT, including drafting of the original law; (all hearings and House - Senate conferences); the House role in regulations; and compiled an elections pamphlet for every election containing all Federal election laws and a summary of State election laws.

From 1958 to 1973 he was in private practice as a trial attorney and appeared at all levels of State and Federal courts, including the Supreme Court of the United States.



THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Hamilton Jordan -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

Re: Federal Election  
Appointments



THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

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July 6, 1977

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
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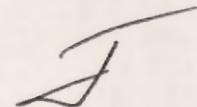
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THE WHITE HOUSE  
WASHINGTON

Strong - Nukes - affects USSR  
Econ stability - Taiwan -  
Not be too specific  
- Visiting group - hard line

THE WHITE HOUSE  
WASHINGTON

Mr. Pees.

Julius Witcover is  
here. I'd like for him  
to give you a copy of  
his book as soon as  
this <sup>(meeting)</sup> is finished. It  
will take about two  
minutes.

JLP





**PRESIDENT'S  
REORGANIZATION  
PROJECT**

THE PRESIDENT HAS SEEN.

WASHINGTON, D.C. 20503

**Electrostatic Copy Made  
for Preservation Purposes**

July 7, 1977

*Rick I agree*  
*J*

MEMORANDUM FOR: THE PRESIDENT

THROUGH: A.D. FRAZIER, JR. and HARRISON WELLFORD

FROM: ROBERT J. CUNNINGHAM *Robert*

SUBJECT: "FOLLOW-UP" PROPOSALS - REORGANIZATION

At your request this morning, I met with Rick Hutcheson to review your "follow-up log." This memorandum compares that log with the procedures mentioned briefly this morning.

Combined with your personal log, three follow-up types can be identified:

1. The task follow-up for EOP staff. Your log fits within this category; a personal reminder list of major activities you have requested of your immediate staff. The Presidential Review Memorandum (PRM) process utilized by the National Security Council is a natural by-product of your tasking log.
2. A post-decision EOP staff follow-up. This follow-up activity should generate two forms of information:
  - a. The identity(s) of those executive branch agencies and staff directly responsible for implementing the decision you have made.
  - b. The implementation plans and schedule for the execution of the same.
3. A long-term "intergovernmental relations" follow-up. This third version differs from the second in both timing and focus. As noted, this follow-up would occur at some point after the initial implementation of a decision. Moreover, the focus at this point would shift from questions of implementation to those of impact: How has the implementation of this decision affected the operations of government? What intergovernmental relations problems have been generated? How might they be resolved?

Although your personal follow-up log may be quite effective in assuring immediate staff pursuit of your initiatives, our reorganization studies have indicated that "follow-up" as characterized in items 2 and 3 above is not now systematically executed. We believe it should be for at least four reasons:

1. Absence of Presidential-level follow-up may incorrectly imply absence of Presidential interest.
2. Immediate follow-up (type 2 above) assures that decisions are carried out in a manner faithful to your intentions.
3. Implementation may pose difficult IGR problems. Presidential-level attention may be necessary to resolve them.
4. Immediate and long-term follow-up are both tangible morale builders for agency staff and units.

For these reasons, we have recommended a strengthening of follow-up activities in both EOP-1 and EOP-2 Reorganization recommendations. As contemplated, immediate follow-up would be handled by NSC or Domestic Council staff most directly involved in the issue preceding the decision. The long-term follow-up, however, would be administered by the Cabinet Secretary under his IGR hat. This assignment recognizes the IGR implications of many Presidential decisions, and provides an excellent feedback mechanism for the general improvement of the Federal system.

In short, just as your follow-up log works for you, so also should your staff have their own follow-up logs for the executive branch.



THE WHITE HOUSE

WASHINGTON

July 6, 1977

MEMORANDUM FOR: THE VICE PRESIDENT

FROM: BERT CARP  
GAIL HARRISON

SUBJECT: Washington Post Article on  
National Education Association  
Speech

Per your request, this memorandum discusses the issues raised by the Bill Peterson article in this morning's Washington Post.

The article incorrectly states:

- o That the speech claims credit for Congressional increases in education funding;
- o That the Administration proposed education budgets below current funding levels;
- o That the Administration sought to eliminate the Impact Aid and National Direct Student loan programs.

1. The speech clearly recognizes that Congress increased the Administration's FY 1978 budget level. The speech quite clearly states that the Congress added additional funds:

"Now the Congress saw that we were headed in the right direction with these budget measures, and they decided to help us get there even sooner. So the House added additional funds to the education budget. I know this came as a total surprise to the NEA legislative department."

The speech then states that "if other issues in the HEW bill can be resolved, President Carter will sign that legislation when it reaches his desk." Over the past eight years, the previous Administrations vetoed five education appropriations.

2. The Carter Administration has proposed "turnaround" education budgets for both FY 1977 and FY 1978.

The Carter Administration has consistently proposed increases in the education budget above both the Ford request and the level of prior appropriation.

- o In January 1977 Ford proposed an \$8.1 billion budget for education in FY 1977 (reflecting Congressional increases in his original 1977 budget through override of a veto) and a \$7.6 billion budget in FY 1978.
- o The Carter Administration proposed an \$8.6 billion education budget for FY 1977 and a \$9.1 billion education budget for FY 1978. This represented major increases over both the Ford budget and current appropriations. The FY 1978 Carter budget was \$200 million above the FY 1978 current services level for education, the first such increases proposed by an Administration since the current services concept was introduced in 1975.
- o Congress subsequent to the Carter FY 1978 budget further increased FY 1977 funding to \$9.5 billion; however, \$500 million of this total was technical in nature, putting vocational education on an advance-funded basis, and not a real increase in education funding. The President signed this appropriation.
- o The House of Representatives and the Senate have further increased FY 1978 funding to \$10.2 billion. The bulk of the difference (approximately \$700 million) comes in Impact Aid and National Direct Student Loans -- two programs the Carter budget sought to reduce as less effective than alternative approaches.

3. The Carter Administration has not proposed elimination of either Impact Aid or the National Direct Student Loan Program.

- o With respect to Impact Aid, the Administration proposed a reduction from \$800 million to \$395 million -- with funds targeted on students who both live and whose parents work on federal property.
- o With respect to NDSL, the Administration proposed elimination of the federal capital contribution. Loans would continue to be made from the Revolving Fund which would continue, financed by continuous



repayment of prior loans. However, the number of loans would be reduced. These reductions were more than offset by increases in other student aid programs.

THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Stu Eizenstat -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

Re: Senator Kennedy's Press Release  
on Tax reform & Simplification  
Proposal



THE WHITE HOUSE  
WASHINGTON

7/5/77

Mr. President-

Senator Kennedy's press release  
on his tax reform and simplifica-  
tion proposal, per your request.

K.

Kathy Baker

Edward M. Kennedy  
Massachusetts



United States Senate

June 30, 1977

THE PRESIDENT HAS SEEN.

The President  
The White House

Dear Mr. President:

I'm grateful for your interest,  
and I'm very anxious to do anything I  
can to help.

Respectfully,

Static Copy Made  
for Preservation Purposes

*Sta-  
cess briefly-  
marginal notes o.k.  
JC*

*DT To P.  
-1 JUL 1977*



THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Hamilton Jordan -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

Re: Gilbert Merritt

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE  
WASHINGTON

7/1/77

*Ham -  
J*

To: Mrs. Carter

From: Ann Anderson *aa*

Gilbert Merritt of Nashville, who was Tennessee finance chairman for the Carter campaign, called me this morning to report that he is being recommended to President Carter by Attorney General Bell for a vacant seat on the Sixth Circuit Court of Appeals, following the recommendation of the commission on appointment of federal judges.

Gil asked me to tell you this, in hopes that you would remind President Carter of his part in the campaign, if you are so inclined. In addition to serving as state treasurer and finance chairman, Gil said that he met and talked with you and served as MC at several events where President Carter was the speaker.

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for Preservation Purposes**



THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Stu Eizenstat -

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

Re: Harold Warren

THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Stu Eizenstat -

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

Re: Harold Warren



THE PRESIDENT HAS SEEN.

She  
J

July 5, 1977

MEMORANDUM TO President Carter

Following a briefing by both Cutts and his associates at OMB, I talked with a friend of mine who is retired from the government, Harold Warren. He was a schoolmate of mine and has had considerable service and experience in the general area of contract renegotiation, defense department and budgetary matters. He is a man of considerable depth, studious and objective and I am enclosing a letter I received from him with some attachments which may be of some interest to you.

I am also sending these to Bert with the suggestion that he have Bo Cutts talk with Warren if he thinks it worthwhile. The memorandum attached which was prepared by Warren will give you some idea of his background. The authority that you have under Title 1 specified in his letter I thought might be of particular interest to you sometime later.

Bert could not meet with me as scheduled last week but I am talking with him today.

CHK/b

Enclosures

Electrostatic Copy Made  
for Preservation Purposes

THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Fran Voorde  
Tim Kraft  
Z. Brzezinski

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

Re: Request for Full State Dinner  
for Tanzania President



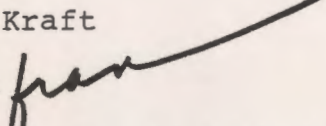
THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

July 7, 1977

Electrostatic Copy Made  
for Preservation Purposes

TO: Tim Kraft  
FROM: Fran   
RE: Request for full State Dinner

President Nyerere of Tanzania, through the Ambassador's office, has asked the State Department if the previously approved "working dinner" scheduled for August 4 can be converted to a full State Dinner. State and NSC have no objection to this and are, therefore, recommending we act favorably on the Tanzanian request. (They inform me Gretchen would have no objection if the President chose to do so.)


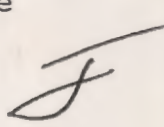
If the President continues to wish to scale down the pomp and ceremony of official visits, I recommend that we do not change the format of this particular dinner for the following reasons:

- 1) Nyerere is the first African head of government to visit Washington during the Carter Administration.

Its style will be precedent-setting. NSC concurs with my guess that future African visitors during the next 4 or 8 years will probably require equal treatment. (A parallel, of course, is the equal treatment which was accorded all Middle East visitors - i.e. all were received at a "working dinner".)

- 2) The State Department has already changed Nyerere's visit from an "Official" visit to a "State" visit for their overall purposes. This designation, however, does not require a full State dinner; it simply means the State Dept. picks up the tab and hosts the foreign visitor more extensively than if it were an official visit.

Please determine the President's preference:

                      working dinner                      full State dinner 

THE WHITE HOUSE  
WASHINGTON

July 7, 1977

Secretary Adams -

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

cc: Jack Watson

Re: Task Force on Rail Transportation



THE WHITE HOUSE  
WASHINGTON

Mr. President:

Your staff has no comment.

Jack reports that Commerce is "all in favor" and that Treasury finds it "heartening to learn that this sort of labor/management/government cooperation can be so successful."

Rick



THE PRESIDENT HAS SEEN.  
THE SECRETARY OF TRANSPORTATION  
WASHINGTON, D.C. 20590

*Brook-  
Very good!  
J*

JUN 24 1977

1977 JUN 27 AM 10 06

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Task Force on Rail Transportation

A program has recently been brought to my attention which I believe will have a significant impact on the railroad industry's ability to survive as a private enterprise. In light of the anticipated tough round of labor contract negotiations beginning to take shape this year in the railroad industry, I thought you should also be familiar with this important program.

The program was established in the early 1970's, by a group of railroad and union presidents who recognized that both management and labor were being hurt by outdated business practices and work rules. They set up a Task Force on Rail Transportation to conduct programs involving experimental changes in railroad operations. With early support from the Department of Transportation, this program has matured to a point where it is producing significant results.

The Task Force works this way: After a desirable change in local rail operations has been identified and the approval of both labor and management has been obtained, it is implemented as an experiment for a limited time period without any long term commitment from either labor or management. If necessary, provisions of labor agreements are waived for the duration of the experiment. A heavy emphasis is placed on the quantitative measurement of the impact of the experimental change on the speed, reliability and efficiency of moving rail cars. At the end of an experiment, an evaluation report is furnished to both labor and management. The operations that existed before the experiment are reinstituted unless management and labor can agree to retain the change in operations.

The Task Force is not a substitute for responsible collective bargaining. At most, it sets the stage for informed collective bargaining.

The Task Force has established four experimental programs. Three of them involve changes in terminal operations at St. Louis, Chicago and Houston.

**Electrostatic Copy Made  
for Preservation Purposes**



A fourth program involves innovative experimentation in nationwide intermodal operations. At the present time, there are 36 railroads actively involved with the Task Force.

The improvement in performance of the St. Louis Terminal has been dramatic. More than 20,000 cars weekly are involved. The average time a car spent in the terminal decreased from 18 hours at the start of the program to less than 12 hours at the end of 1976. The reliability of car movements also improved. At the beginning of 1976, 83 percent of the car movements were handled successfully. That is, the cars departed the terminal at the earliest opportunity. At the end of the year, 88 percent of the movements were successful. These improvements were made without increasing the cost per car movement and with no decrease in jobs or salary. The St. Louis Terminal division also finished in first place in safety at the end of 1976 -- the first time in many years.

The small cost of the programs is shared by the Federal Railroad Administration, the Association of American Railroads, labor organizations and the participating railroads. In addition, the State of Texas, through Texas A&M University, is co-sponsoring the Houston Terminal Project.

This "hands on" approach is making progress against stubborn problems that have plagued the rail industry for decades. Management and labor are involved at the local level in helping shape those conditions which directly affect their own livelihood. I am convinced of this program's practicality and potential. It deserves continued and increasing support from the Administration, and I will take the steps necessary to assure that support.

A handwritten signature in blue ink, appearing to read "Earl A. ...". The signature is stylized with a large, looping initial "E" and a long, sweeping underline.

THE WHITE HOUSE

WASHINGTON

Date: July 1, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat <sup>nc</sup>  
Landon Butler *concur*  
Jim Schlesinger *AL*

FOR INFORMATION:

The Vice President  
Bob Lipshutz

FROM: Rick Hutcheson, Staff Secretary

SUBJECT:

Jack Watson memo 7/1/77 re:  
Secretary Adams Memorandum on Rail  
Transportation

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 3 P.M.

DAY: WEDNESDAY

DATE: JULY 6

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

*Stu's comment  
overdue -*

*7/7*

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)



THE WHITE HOUSE

WASHINGTON

July 1, 1977

MEMORANDUM TO: THE PRESIDENT

FROM: Jack Watson  
Jane Frank *Jane*

SUBJECT: Secretary Adams Memorandum  
on Rail Transportation

We are transmitting the attached from Brock suggesting an innovative experimental way to modernize outdated railroad business practices and work rules.

Commerce is "all in favor." Labor and CEA have "no comment" on the proposal.

Treasury says:

"The program described in Brock Adams' memorandum is very interesting. In some ways, it is an application of the 'Productivity Councils' being urged by Senator Javits, Representative Lundine and Arthur Burns. It is heartening to learn that this sort of labor/management/government cooperation can be so successful. At some point in the development of our Labor/Management Group, I may well find it desirable to cite this experience in the railroad industry as a prototype of programs that might well be adapted to the problems in other industries."



THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

JUN 24 1977

1977 JUN 27 AM 10 26

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Task Force on Rail Transportation

A program has recently been brought to my attention which I believe will have a significant impact on the railroad industry's ability to survive as a private enterprise. In light of the anticipated tough round of labor contract negotiations beginning to take shape this year in the railroad industry, I thought you should also be familiar with this important program.

The program was established in the early 1970's, by a group of railroad and union presidents who recognized that both management and labor were being hurt by outdated business practices and work rules. They set up a Task Force on Rail Transportation to conduct programs involving experimental changes in railroad operations. With early support from the Department of Transportation, this program has matured to a point where it is producing significant results.

The Task Force works this way: After a desirable change in local rail operations has been identified and the approval of both labor and management has been obtained, it is implemented as an experiment for a limited time period without any long term commitment from either labor or management. If necessary, provisions of labor agreements are waived for the duration of the experiment. A heavy emphasis is placed on the quantitative measurement of the impact of the experimental change on the speed, reliability and efficiency of moving rail cars. At the end of an experiment, an evaluation report is furnished to both labor and management. The operations that existed before the experiment are reinstituted unless management and labor can agree to retain the change in operations.

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The Task Force has established four experimental programs. Three of them involve changes in terminal operations at St. Louis, Chicago and Houston.

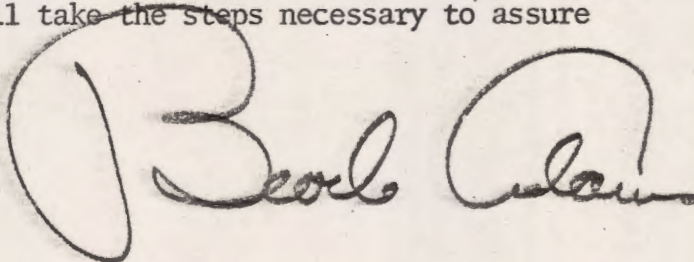


A fourth program involves innovative experimentation in nationwide intermodal operations. At the present time, there are 36 railroads actively involved with the Task Force.

The improvement in performance of the St. Louis Terminal has been dramatic. More than 20,000 cars weekly are involved. The average time a car spent in the terminal decreased from 18 hours at the start of the program to less than 12 hours at the end of 1976. The reliability of car movements also improved. At the beginning of 1976, 83 percent of the car movements were handled successfully. That is, the cars departed the terminal at the earliest opportunity. At the end of the year, 88 percent of the movements were successful. These improvements were made without increasing the cost per car movement and with no decrease in jobs or salary. The St. Louis Terminal division also finished in first place in safety at the end of 1976 -- the first time in many years.

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This "hands on" approach is making progress against stubborn problems that have plagued the rail industry for decades. Management and labor are involved at the local level in helping shape those conditions which directly affect their own livelihood. I am convinced of this program's practicality and potential. It deserves continued and increasing support from the Administration, and I will take the steps necessary to assure that support.

A large, stylized handwritten signature in dark ink, appearing to read "Earl A. Wilson". The signature is written in a cursive, flowing style with a large initial "E".



Date: July 1, 1977

MEMORANDUM

## FOR ACTION:

Stu Eizenstat  
Landon Butler  
Jim Schlesinger

## FOR INFORMATION:

The Vice President  
Bob Lipshutz

FROM: Rick Hutcheson, Staff Secretary

## SUBJECT:

Jack Watson memo 7/1/77 re:  
Secretary Adams Memorandum on Rail  
Transportation

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 3 P.M.  
DAY: WEDNESDAY  
DATE: JULY 6

## ACTION REQUESTED:

☒ Your comments  
Other: \_\_\_\_\_

## STAFF RESPONSE:

☒ I concur. ☐ No comment.  
Please note other comments below:

*Order to*

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)



Date: July 1, 1977

380

MEMORANDUM

## FOR ACTION:

Stu Eizenstat  
Landon Butler  
Jim Schlesinger

## FOR INFORMATION:

The Vice Presi  
Bob Lipshutz

*Kelley Johnston*

FROM: Rick Hutcheson, Staff Secretary

## SUBJECT:

Jack Watson memo 7/1/77 re:  
Secretary Adams Memorandum on Rail  
Transportation

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 3 P.M.

DAY: WEDNESDAY

DATE: JULY 6

## ACTION REQUESTED:

☒ Your comments  
Other: \_\_\_\_\_

## STAFF RESPONSE:

\_\_\_\_ I concur.  
Please note other comments below:

*Stu S.*  
No comment.

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

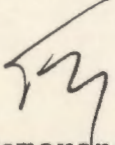
If you have any questions or if you anticipate a delay in submitting the required



THE WHITE HOUSE

WASHINGTON

July 6, 1977

MEMORANDUM FOR: Rick Hutcheson  
FROM: Frank Pagnotta   
SUBJECT: Secretary Adams Memorandum  
On Rail Transportation

Jim Schlesinger has no comments at this time with respect to Secretary Adams Memorandum on Rail Transportation.

Attachments



Date: July 1, 1977

MEMORANDUM

## FOR ACTION:

Stu Eizenstat  
Landon Butler  
Jim Schlesinger

## FOR INFORMATION:

The Vice Presi  
Bob Lipshutz

FROM: Rick Hutcheson, Staff Secretary

## SUBJECT:

Jack Watson memo 7/1/77 re:  
Secretary Adams Memorandum on Rail  
Transportation

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 3 P.M.

DAY: WEDNESDAY

DATE: JULY 6

## ACTION REQUESTED:

☒ Your comments

Other:

## STAFF RESPONSE:

☐ I concur.☒ No comment.

Please note other comments below:

*Jo*

**PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)